



Mentoring the Next Generation of Safety Professionals

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The Whole Mentoring Thing

- **Enablers of Success**
- **Mentoring Interactions (formal and informal)**
- **Planned or Unplanned encounters with Industry experts**
- **Interactions with “seasoned” disciplinary professionals**
- **Development of employees is Good Business**
 - **People with mentors are 2X more likely to stay**
 - **Retain high performers**
 - **Transfer of critical skills and knowledge**
 - **Inspire loyalty**
 - **Identify and reinforce emerging leaders**



Educate, Train, then Mentor

- **Important Entry Level Skills and Knowledge**
- **Baseline for improvement**
- **Technical knowledge background**
- **Only the beginning**
- **Mentor brings application “savvy / political acuity”**
- **...How to swim in office politics...**



Mentoring Approach

- **Simple or Complex – both**
- **Communication Methodology**
- **Passion versus Arrogance**
- **Lessons Learned versus Disciplinary Action**




The Mentorship Concept

- **Develop Mentee to:**
 - **Maximize technical capabilities**
 - How to write
 - How to speak
 - How to act
 - **And...**
 - When to do each




The Mentor

- **Respects and Listens**
- **... Mentoring is a tool for positive employee and personal development...**
- **Mentors are helpers...**
 - **Care about Mentees and what they are trying to do**
 - **Encourage human growth**
- **“A Mentor is one who offers knowledge, insight, perspective or wisdom that is especially useful to the mentee”**
- **Life Experience is what mentoring is all about**
 - **War stories, drama, and improvisation is ok!**
- **A mentor goes “above and beyond”**



The Mentor (continued)

- **Mentor should:**
 - **Focus on basic principles and fundamental truths**
 - **Keep current with new developments and their implications**
 - **Acknowledge that technique is unique to the individual mentee**
 - **Listen and coach**
 - **Use effective confrontation strategies**
 - **...Praise in public, criticize in private**



The Mentor (continued)

- **The Mentor should:**
 - **Provide appropriate information**
 - Suggest possible solutions / sources of information
 - **Delegate Authority and give permission**
 - Empower self-confidence
 - Counteract negative injunctions
 - **Encourage exploration of options**
 - Step outside conventional “tried and true” mitigations



“Just in Time Encouragement”

- **Impromptu Mentoring**
 - Recognize – Notice something
 - Verbalize – Say something
 - Mobilize – Do something
- **Demonstrate Care**
- **Deal with “Organizational Reality”**
 - Political Blunders
 - Interpersonal skills
 - Unwritten rules



The Mentee

- **Respects and Listens**
- **Learns:**
 - **How people get and give resources**
 - **What influence strategies work and don't work**
 - **What Sr. Managers want and don't want in reports, presentations, and meetings**
 - **To be open minded**



Are You Ever Done as a Mentor?

- **Entry Level**
- **Maintenance Level**
- **Mature Level**

- **“Academic brilliance alone does not make success”**

- **Acknowledgement of Success**
- **What’s more important?**
 - **PIE**
 - **Performance**
 - **Image**
 - **Exposure**



One (ok, several) Last Thoughts

- **You must stay open minded and learn from the folks you mentor**
- **Strive to understand their world perception**
- **Honor that their developmental needs are “person” unique**

- **Bottom Line**
 - **Teach the ropes**
 - **Express your experiences – remember war stories are ok**
 - **Your honor, honesty, and objective listening offer engagement and retention**



Can You be a Mentor?

- “Mentoring is a fundamental form of human development where one person invests time, energy, and personal know how assisting the growth and ability of another person”
- ...process whereby mentor and mentee work together to discover and develop the mentee’s latent abilities...
- ...A mentor must believe in the value of their work without expectation of returned favors...
- Must be able to say they are wrong
 - They must be real



Mentoring Programs

- **Board of Certified Safety Professionals**
 - <http://www.bcsp.org/bcsp/index.php?option=content&task=section&id=24&Itemid=125>

- **American Society of Safety Professionals**
 - <http://www.asse.org/practicespecialties/wise/mentor.php>



Questions?



References

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